

The CANADIAN CANOE MUSEUM

Le MUSÉE CANADIEN *du* CANOT

Onto The National Stage
Charting A Future Course: Strategic Plan Refresh, 2016

On behalf of the citizens of our country, The Canadian Canoe Museum stewards the world's largest and most significant collection of canoes, kayaks and paddled watercraft. These craft, more than 600 in number, and their stories of national and international significance, have a pivotal role to play in our collective future.



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Context:

In 2010, The Canadian Canoe Museum (CCM) Board of Directors adopted a 10-year strategic plan titled *Onto The National Stage*. The plan set out a new national narrative for the organization and two key priorities — reinvention and relocation. It detailed direction through the articulation of yearly milestones in both priority areas. The plan culminated in a goal for 2020 that was, in essence, to have a strong national organization headquartered in a new facility on the water in Peterborough, Ontario.

Fast forward five years. At the mid-point of the plan, and as The CCM board and staff members were working to ready the organization for the detailed planning phase of the new museum on the water, the time was right to re-evaluate. The organization was at a pivotal point in its evolution — one that required new thinking and decision-making related to the direction of its redevelopment.

In addition, The CCM had, in many ways, grown into the organization that it had aspired to become. While the two key priorities of reinvention and relocation were still relevant, the organization had accomplished much of what it had set out to do five years prior. The CCM had matured as an organization, and early in 2016, the organization's leaders began their work on a "refresh" of their strategic plan.



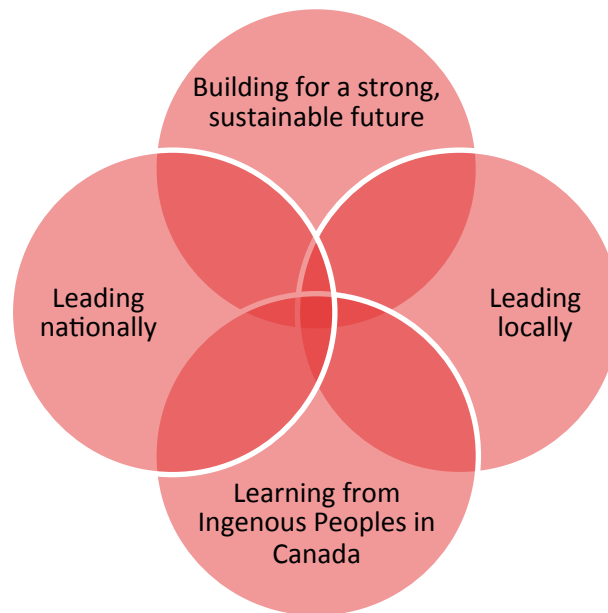
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Overview:

Onto The National Stage, 2010, charted The CCM's course for the future with an ambitious agenda. It articulates reinvention and relocation — a “Two-Row” approach, inspired by the wampum belts of First Nations from whom the canoe originates. As intended, the two threads of the organization's future are being sewn simultaneously, one inextricably linked to the other.

With these two key priorities foundational to the future, this strategic plan "refresh" identifies four areas of focus for the next four to five years. These areas of focus, each with a set of strategic goals, offer the organization a roadmap to 2020. The goals will guide the work of the board, and thus, the organization, as it realizes a strong national organization headquartered in a new facility on the water.

The four areas of focus are shown in overlapping circles to demonstrate their interconnectedness:



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Mission, Vision, Values:

From this strategic plan "refresh" also emerged updated mission and vision statements. These reflect the evolution of the organization over the last five years and its clear focus on creating connections on a multitude of levels.

The organization's mission shifted from one that focused on the experience and the significance of the museum and the collection, to one that positions the collection as a "catalyst" for higher-order outcomes including connection, curiosity and new understanding.

Mission: *With our world-class collection as a catalyst, The Canadian Canoe Museum inspires connection, curiosity and new understanding.*

The organization's vision speaks to its aspiration to contribute to Canada — from a perspective that is uniquely its own as the stewards of a world-class collection and national cultural asset.

Vision: *Canadian heritage connecting all peoples to the land and to each other.*

Finally, the organization, as part of its 10-year strategic plan, had identified a set of five core values. In the plan, each of the following values has an accompanying description. *The CCM values the stewardship of the collection; the Aboriginal roots and the natural origins of the collection, a national perspective, the organization (as a commitment to those individuals within the organization, as well as operating respectfully & responsibly), and experience (visitor experience).*

These values have been integrated into this document and in some cases, have become areas of focus. This will, in part, ensure their presence and their prominence at strategic and operational levels.



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Le MUSÉE CANADIEN du CANOT

Consultation:

All board and staff members were engaged in this strategic plan "refresh". In addition, stakeholders were asked for their ideas and input on areas of focus. Finally, with this document comes a commitment to continued and ongoing stakeholder consultation related to the redevelopment and the creation of yearly operational plans.



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Strategic Objectives

At a very high level, the following four objectives and accompanying goals set the stage for The CCM's future. They offer a framework for the development of yearly operational plans with measurable outcomes. These plans (not included as part of this document) will ensure that the strategy lives within the organization over the next five years.



**Building for a
strong,
sustainable
future**

Through all of its initiatives, the organization will build for a strong, sustainable future, including the development of the new museum as a high-profile hub.

Over the next five years, we will:

- Prioritize social, environmental and financial sustainability in decision-making related to the new museum, and its operations.
- Establish a capital funding stream for the new museum and diversify sustained funding streams for its operation.
- Strengthen our brand position, with the support of an ongoing local, provincial and national marketing and communications program.
- Resource the organization through its transition with human resource and succession plans that ensure a high-calibre, diverse team of board members, staff members and volunteers.



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**Learning from
Indigenous
Peoples in
Canada**

The organization will build relations, make connections and collaborate with Indigenous Peoples in Canada to achieve a deeper understanding of our collective and respective roles.

Over the next five years, we will:

- Create an Indigenous Peoples Advisory Council to lead and integrate relation building organization-wide. The council will learn, ask for help, and seek input and involvement.
- Build and strengthen relations with Indigenous Peoples locally, prior to reaching out radially, guided by specific programming and projects.
- Be a leader, a champion, and an ally, creating a place and a platform for ongoing conversation.



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Leading locally


The organization, as a great source of pride for Peterborough and the region, will become a leader and a partner in the creation and development of a community “hub”.

Over the next five years, we will:

- Redefine what it means to be a museum by creating a go-to place for arts and culture with the collection at its core. This gathering place will continually attract various communities by offering a comprehensive suite of visitor experiences and opportunities.
- Expand experiential tourism offerings to position The CCM as a premiere destination. Do so in partnership with economic development and tourism partners.
- Identify synergies with local school boards and post-secondary institutions, with a focus on educational partnerships, programming, and knowledge creation and exchange.



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**Leading
nationally**

On behalf of the country and its diverse regions, the organization will ensure the stewardship of this national cultural asset and the role it plays in the collective future of Canadians.

Over the next five years, we will:

- Ensure that the collection celebrates much more than itself, and that its stories serve to inspire and inform conversations nationally and internationally. We will do so by:
 - entering into key partnerships that will enable mission-driven programming.
 - researching, resourcing and bringing to life, a robust digital strategy based on best practice.
 - growing a travelling exhibit program that is highly integrated with the activities of The CCM.
 - expanding virtual field trip programming to establish curriculum linkages from K-12 plus building virtual learning for other audiences such as long-term care homes, children’s hospitals, remote communities, etc.
- Bring Canadians together by being an active leader in facilitating dialogue and developing new narratives – the driving force behind the creation of a comprehensive multi-year on-line and on-site exhibit plan.
- Care for the collection in new and different ways. A holistic collections care team, with diverse experience and expertise, will oversee, and plan for the future of the collection. Priorities would include establishing an acquisitions strategy and reconciling the collection's size with its role moving forward.



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